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Performance Plan
2001/02 to 2003/04

Ministry of Small Business,
Tourism and Culture

April 2001

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Introduction

In 2000, British Columbia enacted the *Budget Transparency and Accountability Act*. Along with this legislated mandate, demands for increased accountability to the public and the need to better gauge the effectiveness of government programs and services have opened the door for a new approach to measuring performance in the public sector.

The Ministry of Small Business, Tourism and Culture is committed to accountability in all its programs and services. The 2001/02 to 2003/04 Ministry Performance Plan is a formal step toward setting long-range goals and measuring the results of the ministry's activities, and meets the requirements set out in the *Budget Transparency and Accountability Act*.

Performance planning and reporting are complementary elements within a larger, government-wide performance management process. Performance Reports – to determine how effective the ministry has been in achieving its goals and objectives – will be compiled beginning in 2001.

The Ministry of Small Business, Tourism and Culture supports government's overall strategic plan by providing services and programs designed to stimulate the economy, develop skills and create jobs. The ministry contributes to strong communities by stimulating investment and creating a favourable economic climate to help provide jobs for British Columbians. Our programs and services help enhance the overall quality of life for all citizens of the province by ensuring access to the arts, cultural and heritage experiences, sport and fitness activities, and also through providing financial support to community capital projects. Ministry programs and activities continue to focus on supporting growing sectors of the economy: e-business, tourism, film and television production, high technology and value-added manufacturing.

This Performance Plan will focus the ministry and its employees on what it has set out to deliver: the highest-quality and most cost-effective service possible for the citizens of British Columbia.

MINISTRY OVERVIEW

Vision

The Ministry of Small Business, Tourism and Culture envisions a province in which tourism enterprises and small businesses succeed in a competitive economy and citizens and businesses have convenient, one-stop access to government information and services.

We believe in a province in which creative people and communities thrive and our richly diverse heritage is respected.

We envision a healthy, active society in which people of all ages have access to safe, affordable sport and physical activity opportunities.

Mission

The mission of the ministry is to strengthen and diversify the economy and enhance the quality of life for all British Columbians, no matter where they live, throughout the province. The ministry accomplishes this by supporting small business, tourism, arts, culture, heritage, fitness, sport and film through its core business areas:

- Small Business
- Government Agents
- Tourism Development and Land Use Policy
- Archaeology
- Corporate Services
- Cultural Services
- Sport and Fitness
- Community Capital Grants
- Heritage
- Film

Our Key Values

The Ministry of Small Business, Tourism and Culture is committed to delivering effective services in accordance with these values:

- Accessibility
- Flexibility
- Accountability
- Innovation
- Co-operation
- Professionalism
- Excellence in client services

Organization of the Ministry

The Ministry meets its goals and objectives through the work of four internal divisions and one Commission:

- Government Agents and Small Business Division
  - Small Business Branch
  - Business Investment Branch
  - Government Agents Branch

- Tourism and Corporate Policy Division
  - Tourism Development and Land Use Policy Branch
  - Archaeology Branch
  - Corporate Policy and Planning Branch

- Culture, Recreation, Heritage and Sport Division
  - Cultural Services Branch
  - Sport and Community Capital Branch
  - Heritage Branch
  - BC Film Commission

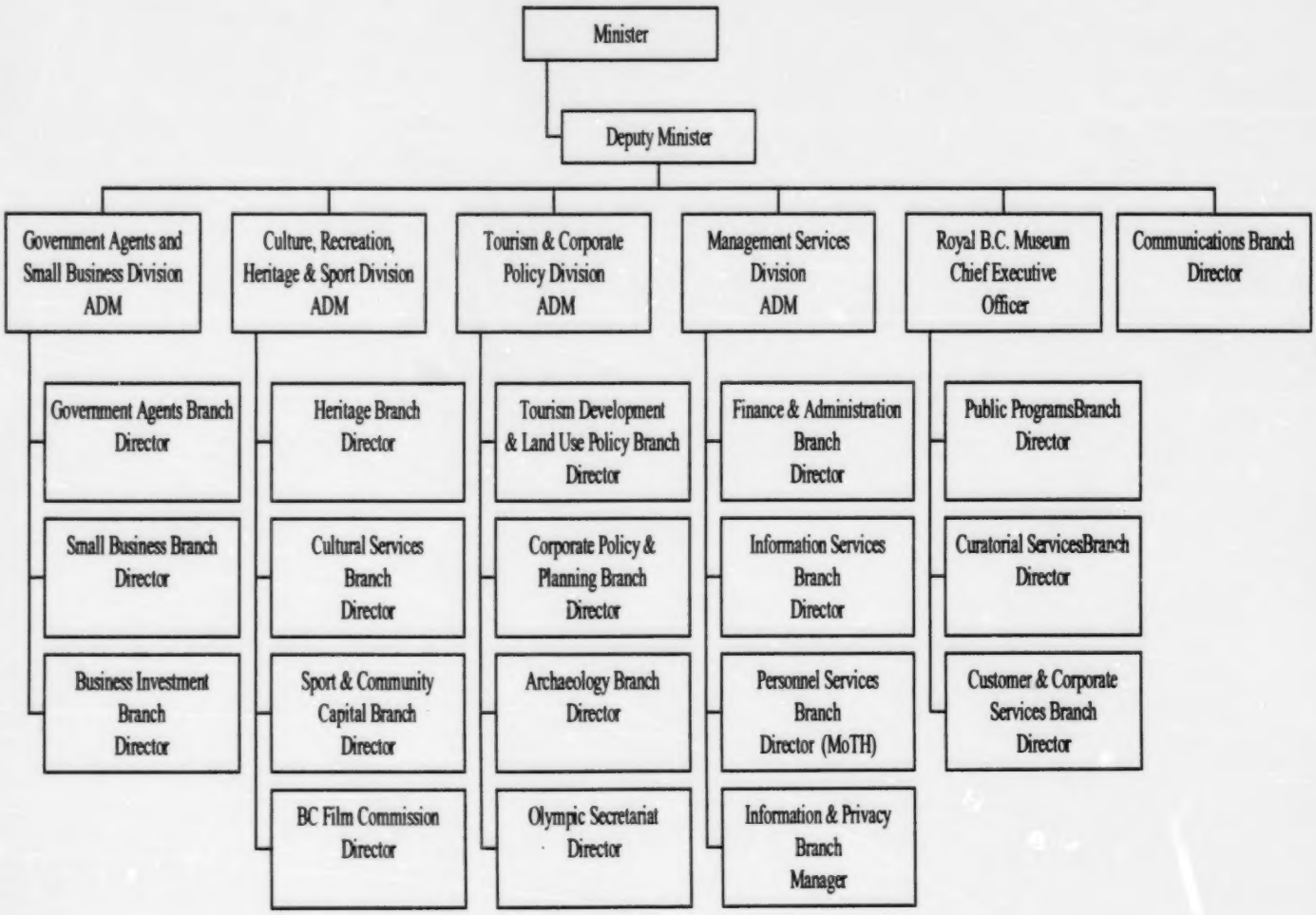
- Management Services Division
  - Finance and Administration Branch
  - Information Systems Branch
  - Human Resources Branch
  - Information and Privacy Branch

The Ministry also provides administrative support to the BC Arts Council and the BC Heritage Trust. It provides key film programs through a wholly funded independent society, the BC Film Society, and has responsibility for one Special Operating Agency, the Royal British Columbia Museum, and one Crown Corporation, Tourism British Columbia.

The Minister and Deputy Minister are also responsible for the following agencies which are distinct from the ministry. These agencies will be submitting separate performance plans.

- Tourism British Columbia
- British Columbia Arts Council
- British Columbia Games Society
- Liquor Distribution Branch
- Royal British Columbia Museum
- British Columbia Festival of the Arts Society
- British Columbia Heritage Trust

Organization Chart
Ministry of Small Business, Tourism and Culture


Minister
Deputy Minister
Government Agents and Small Business Division ADM
Culture, Recreation, Heritage & Sport Division ADM
Tourism & Corporate Policy Division ADM
Management Services Division ADM
Royal B.C. Museum Chief Executive Officer
Communications Branch Director
Government Agents Branch Director
Small Business Branch Director
Business Investment Branch Director
Heritage Branch Director
Cultural Services Branch Director
Sport & Community Capital Branch Director
BC Film Commission Director
Tourism Development & Land Use Policy Branch Director
Corporate Policy & Planning Branch Director
Archaeology Branch Director
Olympic Secretariat Director
Finance & Administration Branch Director
Information Services Branch Director
Personnel Services Branch Director (MoTH)
Information & Privacy Branch Manager
Public ProgramsBranch Director
Curatorial ServicesBranch Director
Customer & Corporate Services Branch Director

Environmental Scan

Service Delivery Trends

Over the years, the ministry has made fundamental changes to its service delivery as a result of client expectations, technological advances, declining budgets and a desire to devolve decision making away from government to those most affected by the decisions.

E-business technologies are revolutionizing the ways governments are able to deliver services to their clients and, in turn, are raising the public's expectations of government service delivery. The number of households in British Columbia with Internet access doubled between 1997 and 2000; over 60 per cent of the population now have access to the Internet from one source or another. Increasingly, citizens and businesses expect to be able to access information and perform transactions anytime from anywhere.

A key principle of citizen centred service delivery is the adoption of what's best for the customer, not the organization. A citizen-centered approach is not just about electronic access. Existing bricks and mortar government service locations, telephone service and face-to-face service interactions will not disappear just because the Internet exists. This creates the need for service integration and harmonization of modes or channels of service as well as integration of the services of different ministries and levels of government to meet client needs.

These expectations for a new approach to service delivery are the impetus for many changes to the ministry's business operations. BC's Government Agents are driving this vision of a single window, one-stop, multi-channel access to government information and services.

Government Agents, located in 60 communities throughout the province, have been delivering government services for over 100 years. In 1999/2000, they delivered hundreds of integrated services, for three levels of government, in over 50 program areas. They handled approximately 3 million revenue transactions for other ministries, agencies and levels of government, collecting $1.5 billion in provincial government revenues, and completed about 1.2 million customer inquires.

The use of partnerships as a cornerstone to conducting business is evident in the ministry's business areas beyond the Government Agents. The Canada/BC Business Service Centre is one of the earliest examples of strong federal/provincial partnership and the Centre continues to develop innovative small business services. The Tourism Development and Land Use Policy branch partners with other government ministries and agencies and local governments, as well as with the private sector. The Heritage branch partners with the private sector through Park Use Permits to increase visitor services available at

provincial heritage sites. The Sport and Community Capital branch has long provided program administration, due diligence and delivery for special government capital and operating grants regardless of which ministry "owns" the program.

This ministry is also responsible for a number of ongoing grant programs. In delivering these programs, the thrust has again been to devolve decision making to those most affected by the decisions made. Culture and arts grants are determined by the BC Arts Council, while heritage grants are determined by the BC Heritage Trust. Grants to sports organizations are determined by Sport BC. All three of these organizations are at arm's length from government.

Small Business Trends

Small businesses are the most consistent job creators in British Columbia. Proportionally, they are responsible for the greatest job creation during economic downturns and contribute the most to job growth during economic expansions. In 1999, over 98 per cent (359,000) of all businesses in the province were small businesses - defined as those employing 50 people or fewer. These small businesses were responsible for employing an estimated 967,000 British Columbians. That is 52 per cent of all jobs in the province.

Small business plays a greater role in the provincial economy here in British Columbia than anywhere else in Canada. British Columbia's small businesses account for roughly 33 per cent of Gross Domestic Product (GDP), the highest proportion of any Canadian province. On average, the small business sector in British Columbia adds about 21,200 new jobs every year.

Entrepreneurship, especially among young people, is an important part of British Columbia's future economic growth and diversification. In fact, the participation of young people in small business has been increasing rapidly in recent years, growing by over 70 per cent since 1995. Development, implementation and support of entrepreneurship training programs by this ministry not only helps young British Columbians start their own businesses, it can assist young people in becoming more self-reliant and foster strengths like flexibility and innovation – vital skills for active participation in the emerging provincial economy.

Small businesses that are growing quickly require capital for expansion. Risk capital plays a vital role in a changing economy, and government venture capital programs help fill this financing gap. Ministry equity capital programs encourage private sector capital investment by offering tax credit incentives and promoting investment that focuses on long-term growth.

The ministry's promotion of electronic service delivery and e-business in government and for business is critical to ensure the province is a preferred jurisdiction for business and is globally competitive. The network of OneStop Business Registration kiosks, single business number and integrated change of

address projects will cut through red tape and make it easier than ever to register with federal, provincial and municipal agencies.

Tourism Trends

"Super Natural British Columbia" has a world-wide reputation as a premiere tourism destination, and the importance of the province's vibrant tourism industry reflects this. Tourism is a crucial part of British Columbia's economy and will continue to be in the future. Tourism was a $9.5 billion industry in 2000 – and is forecast to grow by about 3 per cent this year to achieve estimated revenues of $9.8 billion in 2001.

Growth continues in the numbers of overnight trips taken in British Columbia by travellers from the US, Asia Pacific and Europe. Overall visitation in British Columbia is forecast to increase 1.4 per cent for an estimated 22.8 million overnight visitors. This follows an estimated growth of 1.3 per cent in visitor volume during 2000.

Approximately one in every 14 jobs in British Columbia is a result of tourist activity, making the tourism industry one of the largest employers in the province. Roughly 110,000 people are directly employed in the tourism sector. Almost 250,000 British Columbians are employed in tourism-related jobs, and there are now more than 16,500 tourism-related businesses in the province.

Tourism operators today are skilled and diverse, ranging from helicopter pilots to engineers, from entrepreneurs to museum curators and First Nations' artists. The tourism products available to visitors to our province are becoming more sophisticated and varied as tourism operators respond to the changing demands of travellers – for instance, more and more people from all over the world come to British Columbia to experience firsthand the excitement of such diverse activities as white-water rafting, heli-skiing, or grizzly bear viewing.

Arts and Culture Trends

British Columbia's diverse culture is rooted in the traditions, languages and customs of this province's First Nations people, and has expanded to include more than four million residents whose ancestors originate from across the globe.

In every corner of our province, cultural activity provides a bridge between the diverse groups of people who call British Columbia home. Our province's cultural endeavours - the collections in our museums and galleries, the books we read, our visual and performing arts, the films we watch - give communities a focus for their creativity and the expression of common aims and values.

The arts and culture sector employs approximately 60,000 British Columbians through an expanding range of activities in the music industry, publishing and the new media sector—including hi-tech animation and web development. The arts and culture sector had a $2 billion economic impact on the provincial economy in 1999.

The demand for arts and culture continues to grow. More British Columbians watched live entertainment in 1998 and 1999 than the previous two years. Total attendance at theatre, music, dance and opera performances was up 14.8 per cent, a bigger increase than that seen in any other province.

Sport and Fitness Trends

Jurisdictions around the world are becoming increasingly aware of the need to encourage physical fitness and participation in sport as part of health promotion and disease prevention. British Columbia is Canada's most physically active province, with a 49 per cent participation rate. Through sport and recreation program support, the ministry provides healthy choices for British Columbians.

As our province's population increases and its sport facility infrastructure ages, ensuring adequate access to sport and recreational activity becomes a greater challenge.

The ministry administers a number of current and past grant programs, and works with other ministries and agencies within government, to provide funding for grassroots community development initiatives, putting more decision-making in the hands of local people.

Archaeology and Heritage Trends

Our provincial heritage dates back over 12,000 years, to the first known inhabitants of what is now British Columbia.

Archaeology can open a window to the past, and serves as a valuable legacy for all of us. The province's archaeological resources are protected under the *Heritage Conservation Act.* The ministry recognizes the public's desire to be made aware of the existence of archaeological sites in a proactive manner. To this end, a complete review and revision of branch policies and procedures is underway with the overriding goal of building more accessibility and accountability into the system.

Heritage resources are important to the tourism industry, as visitors look for unique experiences that teach them about the lives of other people. Cultural-heritage tourism represents a significant growth opportunity in every region of British Columbia.

The 1995 Travel Industry Association of America survey found that 46 per cent of respondents planned to include historic sites in their travel, and 43 per cent planned to include cultural events and activities. This trend is expected to continue as baby-boomers retire, and the demographics of visitors change.

Film and Television Trends

British Columbia has emerged as one of three leading film and television production centres in North America and the number one centre in Canada.

Film and television production contributed $1.18 billion in direct economic impact to the provincial economy in 2000 – the second straight year this sector's impact topped the $1 billion mark. The total economic impact of the industry exceeded $2 billion in 2000, making it a significant contributor to the provincial economy.

The film industry employs about 50,000 people in British Columbia -- about 21,000 directly and another 29,000 indirectly through the construction, tourism and small business sectors.

BC-owned and -controlled film and television production totalled $354 million in 2000 – up 18 per cent over the previous year. The ministry will continue to work with industry to build and diversify the domestic film and television production industry, and lessen our dependence on foreign production.

MINISTRY GOALS AND OBJECTIVES

Government's overall goals focus on protecting British Columbia's unique quality of life. That quality of life depends upon prudent financial management, preserving the environment, strengthening health care and expanding quality educational opportunities for British Columbians. It also depends upon continued growth and diversification of the provincial economy.

The Ministry of Small Business, Tourism and Culture supports these goals by providing services and programs designed to stimulate the economy, develop skills and create jobs. Ministry programs and services enhance the overall quality of life for all citizens of the province by ensuring access to the arts, cultural and heritage experiences, sport and fitness activities, and also through providing financial support to community capital projects.

Ministry Goals and Objectives	Business Area
1. Innovative economic growth, development and expansion of the small business, tourism, film and cultural industry sectors Encourage investment in the knowledge-based economy and provide business development information, policy support and services to stimulate growth of tourism, film, culture and small business.	• Small Business • Tourism Policy and Land Use • BC Film Commission • Cultural Services through grants to the BC Film Society • 2010 Olympic Bid
2. Strong, diversified and healthy communities Strengthen and diversify British Columbia communities through community-based programs that promote heritage conservation, cultural and physical activity based on the principle of equity of access.	• Heritage and BC Heritage Trust • Cultural Services and BC Arts Council • Archaeology • Sport • Community Capital • Small Business
3. Education and training in the small business, film, arts and culture sectors Invest in entrepreneurial and innovative training programs that support skill development and the strategic growth of key sectors of the economy.	• Cultural Services • BC Arts Council • BC Film Society • Small Business
4. Integrated Cross-Government Service Delivery Expand one-stop, integrated, and effective access to government programs and services for citizens and business through efficient delivery, innovative use of new technology and alternative service delivery.	• Government Agents • Small Business

Ministry Priority Activities

Ministry Mission

To strengthen and diversify the economy and enhance the quality of life for all British Columbians, no matter where they live, throughout the province. The ministry accomplishes this by supporting small business, tourism, arts, culture, heritage, fitness, sport and film.

Ministry Strategic Goals and Objectives	2001/02 Priority Activities
Innovative Economic Growth, Development and Expansion of the Small Business, Tourism and Film Sectors Encourage investment in the new economy and provide business development information, policy support, and services to stimulate growth of tourism, film, culture and small business.	• Promotion and advocacy of small business • Tourism Growth Framework • Tourism Opportunities Strategies • Film Development and Cultural Industries Strategies • Film marketing and location management strategies
Strong, Diversified and Healthy Communities Strengthen and diversify British Columbia communities through community-based programs that promote heritage conservation, cultural and physical activity based on the principle of equity of access.	• Stimulation of the arts and culture industry • Arts-Culture Initiatives • Olympic Bid • SportSafe and Physical Activity Strategies • Improved access to archaeological information • Protect and preserve heritage • Community Capital Grants
Education and Training in the Small Business, Film, Arts and Culture Sectors Invest in entrepreneurial and innovative training programs that support skill development and the strategic growth of key sectors of the economy.	• Youth Entrepreneurship Initiatives • BC Film Society programs • Canada/BC Business Service Centres • BC Arts Council
Integrated Cross-Government Service Delivery Expand one-stop, integrated, and effective access to government programs and services for citizens and business through efficient delivery, innovative use of new technology and alternative service delivery.	• Enhanced Government Agent services • Fiscally-responsible regional service delivery of government programs and services. • OneStop Business Services • Single Business Number • Single change of address

DIVISIONAL PRIORITIES

Each division within the ministry has set out its own objectives that not only support the goals of the ministry, but also support the priorities of government as a whole. Each division also sets out below the strategies that will be used in order to meet those objectives.

GOVERNMENT AGENTS AND SMALL BUSINESS DIVISION

The Government Agents and Small Business Division delivers a wide range of services to the public and small businesses in communities throughout British Columbia.

The division has two broad functions:

- To promote services, programs and information that support entrepreneurship and job creation through small business development, including championing small business issues and concerns within government.
- To provide British Columbians with efficient one-stop access to hundreds of integrated government services delivered through 59 Government Agent offices for provincial ministries, agencies and organizations using innovative technology.

The division has legislative responsibilities flowing from the *Employee Investment Act* and *Small Business Venture Capital Act.*

The three branches of the division are:
1) Small Business;
2) Business Investment; and
3) Government Agents.

Small Business Branch

*Branch **objective** is to:*

- Foster and promote a strong entrepreneurial climate, which offers British Columbians exceptional opportunities for business start-up and expansion.

*Branch **strategies** will be to:*

- Provide all areas of the province with one-stop shopping access to small business development information resources and services;
- Develop and implement electronic service delivery solutions that streamline the relationships and interaction between all levels of government and small business;
- Provide youth and entrepreneurs in growth sectors with the training and skills to capitalize on business opportunities and develop self-sustaining enterprises;
- Develop partnerships with all levels of government, business organizations and the private sector to enhance programs and services, and implement new initiatives; and
- Provide small business research, analysis and expertise to advance small business issues and concerns across government.

Business Investment Branch

*Branch **objective** is to:*

- Assist small businesses in accessing much needed equity capital for business start-up and expansion.

*Branch **strategies** will be to:*

- Through the use of tax-credit incentives, register new venture capital corporations to promote the development and growth of small businesses in all regions of the province, diversifying the provincial economy and creating jobs for British Columbia residents;
- Promote and register Employee Share Ownership Plans for employee investment and business successorships;
- Work closely with the Working Opportunity Fund in all matters relating to the Fund to promote investment in small- to medium-sized British Columbia businesses;
- Promote community diversification into activities like manufacturing, tourism, research and development through the Community Venture Capital Program; and
- Through the Green Venture Capital Program, assist small environmental businesses outside the Lower Mainland.

Government Agents Branch

*Branch **objective** is to:*

- Deliver efficient, one-stop local access to government services and information in communities across British Columbia.

*Branch **strategies** will be to:*

- Provide excellent citizen-centred customer service throughout British Columbia;
- Provide efficient and cost-effective delivery of integrated government services for client ministries and agencies, including other levels of government and Crown Corporations;
- Expand the range of government services delivered through Government Agent offices through the development of new business partnerships;
- Increase public access to government services through new business models, technologies, and service delivery channels;
- Renew our workforce to respond to changing service delivery needs; and
- Enhance abilities to deliver single portal, multi-channel access to government services for both citizens and businesses.

TOURISM AND CORPORATE POLICY DIVISION

The Tourism and Corporate Policy Division provides leadership, co-ordination and assistance in areas of tourism policy and land-use planning; protection and conservation of archaeology sites; corporate policy and legislation, and strategic and business planning.

The division has legislative responsibilities flowing from the *Heritage Conservation Act.*

The three branches of the division are:
1) Tourism Development and Land Use Policy;
2) Archaeology; and
3) Corporate Policy and Planning.

Tourism Development and Land Use Policy Branch

*Branch **objective** is to:*

- Enhance the tourism business climate, to secure the tourism resource base and stimulate tourism growth.

*Branch **strategies** will be to:*

- Work with Tourism BC, the Council of Tourism Associations, other tourism stakeholders and other government ministries to develop a tourism growth framework for the province;
- Support the growth of tourism by participating in key land and resource planning initiatives, influencing provincial policy and project development and work with other ministries to resolve resource use conflicts;
- Implement the provincial ecotourism strategy by: conducting Tourism Opportunity Studies, establishing Gateway Communities, and working with industry to develop "best practices";
- Develop, disseminate and promote new information emphasizing the role and importance of tourism as a core provincial economic activity;
- Co-ordinate provincial support to the Vancouver-Whistler2010 Bid Corporation (BidCorp) as it prepares for the Olympic bid in 2003 for the Vancouver-Whistler 2010 Olympics and Paralympic Winter Games; and
- Work in partnership with BidCorp, Vancouver and Whistler to promote and market BC as the location for the 2010 Winter Olympics.

Archaeology Branch

*Branch **objective** is to:*

- Facilitate stewardship and encourage protection and conservation of archaeological sites in British Columbia.

*Branch **strategies** will be to:*

- Develop new policies, procedures and an electronic data base for the Provincial Heritage Register;
- Administer the archaeological permit system to regulate activities on protected archaeological sites in accordance with the *Heritage Conservation Act*;
- Provide archaeological resource management direction on projects regulated by the *Environmental Assessment Act*, to provincial integrated land-use planning processes, and to small-scale developments referred from other government agencies or by the public;
- Provide heritage resource management information and expertise to provincial treaty negotiations;
- Participate in land use planning initiatives and environmental assessment projects.

Corporate Policy and Planning Branch

*Branch **objective** is to:*

- Provide leadership and expertise to the ministry in areas of corporate policy and legislation, strategic and performance planning and performance measurement.

*Branch **strategies** will be to:*

- Manage the ministry's legislation process and assist its divisions in the development of legislation and the Ministerial/Order-in-Council process;
- Manage and support legislative sessions including estimates;
- Develop ministry strategic and performance plans, review ministry mandates and performance measures; and
- Lead in the development of special projects as required and assist divisions with policy development.

CULTURE, RECREATION, HERITAGE AND SPORT DIVISION

The ministry's Culture, Recreation, Heritage and Sport Division manages government programs that support and promote arts and culture, heritage conservation and presentation, quality physical activity and sport. The division provides government with its expertise and policy development base in these areas, operational support for the BC Heritage Trust and the British Columbia Arts Council and funding for the BC Games Society, the BC Festival of the Arts and the BC Film Society.

The division also has legislative responsibilities flowing from the *Heritage Conservation Act*, the *Arts Council Act*, the *Cultural Foundation Act* and the *Recreation Facilities Act.*

The branches of the division are:
1) Cultural Services;
2) Sport and Community Capital;
3) Heritage; and
4) BC Film Commission.

Cultural Services Branch

*Branch **objectives** are to:*

- Provide a positive policy environment to support arts and cultural development; and
- Support the development of British Columbia's cultural industries including domestic film production, through grants to the BC Film Society and other cultural industry associations.

*Branch **strategies** will be to:*

- Develop a Framework for Culture for the province through consultation with the arts and culture communities;
- Develop a BC Film Marketing Plan and a Film Strategy for domestic and foreign markets;
- Provide policy and financial support, and administer and implement the BC Arts Council's Performance Plan;
- Provide policy support to film and other cultural industries, and financial support to film; and
- Undertake research and provide strategic advice on growth segments of new cultural industries.

Heritage Branch

*Branch **objective** is to:*

- Encourage and facilitate the protection, conservation and presentation of heritage property in British Columbia.

*Branch **strategies** will be to:*

- Provide program and administrative support services and funding to the BC Heritage Trust to implement its Performance Plan;
- Manage and market the network of provincial heritage properties;
- Develop a strategy for the long term sustainability of provincial heritage properties;
- Update public information for the Heritage Branch and Heritage Trust Websites and develop other heritage promotion products;
- Exercise regulatory authority under the *Heritage Conservation Act* for the protection and alteration of designated heritage sites;
- Assist local governments and non-profit organizations to develop heritage conservation programs; and
- Evaluate and implement measures to improve park use permits for provincial heritage sites.

Sport and Community Capital Branch

*Branch **objectives** are to:*

- Increase participation and enhance the experience of participating in sport and physical activity; and
- Support worthwhile community projects through the administration of accountable grant programs.

*Branch **strategies** will be to:*

- Devolve selected program delivery to empowered, accountable sport organizations;
- Provide recognition and support for athletes representing British Columbia in major multi-sport games;
- Address social policy issues such as harassment, physical inactivity and violence through targeted physical activity and sport initiatives;
- Provide support to provincial and multi-sport organizations;
- Assist in the development of the PacificSport Group of regional and national training centres;
- Assist the BidCorp as it prepares for the International Olympic bid in 2003 for the Vancouver-Whistler 2010 Olympics and Paralympic Winter Games;
- Deliver community capital grants programs for government.

BC FILM COMMISSION

The BC Film Commission markets the services of BC production, post-production and ancillary service companies to the international film and television industry.

The commission has four main areas of operation: international marketing, production and location services, information sources and community relations.

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*BC Film Commission **objective** is to:*

- Maintain growth in British Columbia's market share of film investment and production, and to provide opportunities for local film production.

*BC Film Commission **strategies** will be to:*

- Promote British Columbia as a preferred location at national and international trade events;
- Promote regional growth in the film and television sector;
- Enhance British Columbia's position within the global communications industry as a preferred location for film and television production; and
- Implement a community-relations strategy that serves to manage locations in a manner mutually beneficial to the public, private interests and the production industry.

MANAGEMENT SERVICES DIVISION

The Management Services Division provides the ministry and its agencies with administrative and support services. Human resource services are provided through an agreement by the Ministry of Transportation and Highways, while Small Business, Tourism and Culture provides information systems services for the Ministry of Agriculture, Food and Fisheries.

The division has legislative responsibilities under the *Budget Transparency and Accountability Act, Financial Administration Act, Public Service Act, Public Service Labour Relations Act, Freedom of Information and Protection of Privacy Act;* and *Document Disposal Act.*

The four branches of the division are:

1) Finance and Administration;
2) Information Systems;
3) Human Resources; and
4) Information and Privacy.

Finance and Administration Branch

*Branch **objectives** are to:*

- Meet regulatory and legislative requirements as stipulated in governing Acts; and
- Streamline internal administrative processes.

*Branch **strategies** will be to:*

- Complete executive financial reports and meet legislative financial reporting requirements;
- Complete requirements definition, design and business case for a replacement revenue management system;
- Implement post-compliance and audit procedures for travel and accounts payable; and
- Build awareness, support and involvement in the employee recognition and public service recognition programs.

Information Systems Branch

*Branch **objective** is to:*

- Manage the information technology infrastructure of the ministry and provide leadership in application development, database administration, and use of advanced technology.

*Branch **strategies** will be to:*

- Develop information resource management plans and information technology capital plans that balance corporate and operational information technology objectives;
- Provide leadership and expertise in the design, development and data management of information systems to successfully deliver ministry *InfoSmart* objectives;
- Participate in the development of information technology best practices and cross-government information technology working groups; and
- Provide responsive, helpful "help desk" services to 1,100 users in 123 centralized and decentralized locations.

Human Resources Branch

*Branch **objective** is to:*

- Build and maintain a competent work force and supportive work environment.

*Branch **strategies** will be to:*

- Provide responsive human resource services to headquarters and regional staff;
- Implement payroll best practices; and
- Lead development of a revitalized employment equity program.

Information and Privacy Branch

*Branch **objective** is to:*

- Meet regulatory and legislative requirements as stipulated in governing Acts.

*Branch **strategies** will be to:*

- Respond to an estimated 130 information and privacy requests within legislated timelines and respond to informal requests for information and consultations with other public bodies;
- Provide advisory information management and records management services; and
- Implement corporate records tracking and management systems.

KEY PERFORMANCE MEASURES

Goal	Key Performance Measures
Goal 1: Innovative economic growth, development and expansion of the small business, tourism and film sectors.	1. The ministry provides BC investors with tax credits as an incentive to invest in BC businesses. Tax-incented investment strengthens the business sector and creates and preserves jobs for British Columbians. A key measure of success is: • Leveraged investment capital in British Columbia as a result of tax credit programs; and • Diversifying local economies and creating jobs in "new economy" sectors. 2. The ministry participates in land-use processes, influences public policies to reflect tourism values, undertakes Tourism Opportunity Studies and is completing the Tourism Growth Framework. Through these activities, the ministry is increasing the awareness of the value of tourism to British Columbia's economy. The measures associated with this are: • Activity levels: report on participation in land-use processes, number of government policies which recognize and facilitate tourism development, number of Tourism Opportunity Studies completed, completion of the Tourism Growth Framework; and • Stakeholder satisfaction. 3. The ministry co-ordinates provincial support to the Vancouver/Whistler Bid Corporation as it prepares for the Olympic Bid in 2003 for the Vancouver-Whistler 2010 Winter Olympics. A key measure of success will be: • Corporate satisfaction with ministry contributions toward preparations for Olympic Bid 2003. 4. The ministry provides film tax credit and production services tax credit programs as incentives to undertake productions in British Columbia. Tax-incented investment strengthens British Columbia's film production sector and assists in keeping British Columbia a world-class destination for production. Key measures of success are: • Leveraged business activity in British Columbia as a result of tax credit programs; • BC's market share of Canadian film production; and • Number and dollar value of film productions made in BC. 5. In developing a Framework for Culture, a Film Marketing Plan and a Film Strategy, a common vision and strategy for development of these sectors will result. Performance measures are: • Growth of the sector; and • Stakeholder satisfaction.

Goal 1 Continued	6. The ministry, through the Canada/BC Business Service Centre, provides existing and prospective small businesses with one-stop shopping access to business information, advisory and support services as well as publications, tools, resource guides and other services. The measures associated with this include: • Client satisfaction; • Development of new community partners to increase access; • Activity levels: the number of clients and services used; the increased use of on-line services; and the increased use of on-line tools in remote regions of the province; and • Agreements with other levels of government and the private sector to participate in collaborative initiatives. 7. The ministry participates in provincial policy development, regulatory and legislative processes led by other ministries and agencies. Through participation in these activities, the ministry ensures that small business concerns and issues are considered during the development and implementation of provincial policies and programs. The measures associated with this are: • Research and analysis of key issues: the number of government red tape reduction and business streamlining projects the ministry undertakes on behalf of the Business Task Force; and • Key stakeholder and client satisfaction with government small business initiatives.

Goal 2: Strong, diversified and healthy communities.	1. The ministry provides financial assistance to BC Heritage Trust to support heritage conservation across the province. In addition, the ministry ensures provincial heritage properties are preserved and remain a historical resource for all British Columbians. Key performance measures associated with this are: • Satisfaction of Heritage Trust with implementation of its Performance Plan; • Leveraged investment in community heritage; • Number of jobs and business opportunities created at provincial heritage properties; • Number of heritage sites and buildings directly managed by the ministry and visited by the public; and • Ability and success of ministry websites to support web-based heritage interpretation. 2. The ministry implements initiatives and delivers funding support to community arts and cultural organizations and individuals. Key performance measures associated with this are: • Satisfaction of BC Arts Council with implementation of its Performance Plan; • Number of arts and cultural organizations and individuals throughout British Columbia that receive funding; and • Maintenance of cost-effective provincial arts administration. 3. The level of participation in physical activities experienced by British Columbians is a proxy measure of the ministry's support to recreation, sport and physical activities in British Columbia. The critical measure of success is: • Percentage of population participating in physical activities. 4. The ministry facilitates stewardship and encourages protection and conservation of archaeological resources in British Columbia. A key measure of success will be: • Number of: permits issued, projects, sites recorded and treaty tables advised; and • Completion of new policies and procedures and progress on establishing an electronic database for the Provincial Heritage Registry.

Goal 3: Education and training in the small business, film, arts and culture sectors.	1. The ministry promotes small business start-up and expansion among British Columbia's youth by equipping them with the entrepreneurial skills required for success in the new economy. The measures of success are: • Number of youth participating in ministry-sponsored entrepreneurship training and workshops; • Number of partnerships, new initiatives and mentorships developed within the British Columbia Youth Entrepreneurship strategy; and • Client satisfaction with training programs. 2. The ministry provides education and training support for individuals pursuing careers in the arts and culture sector, and financial assistance in the form of internships and bursaries to individuals pursuing a career in film production, writing, marketing and distribution. Key measures of the success of these activities are: • Number and value of opportunities provided; and • Increased 'pool' of skilled personnel in British Columbia within the film sector.

Goal 4: Integrated Cross-Government Service Delivery.	1. The ministry provides government service delivery that is cost-effective, efficient and accessible through Government Agent offices, located in communities throughout British Columbia. The associated key measures of success are: • Number of revenue and non-revenue transactions; • Customer satisfaction; • Accessibility of services; and • Improved service quality/new service delivery partnerships. 2. The ministry plays a significant role in reducing government red tape by continuing with measures to reduce the regulatory burden on small business. Key measures of success are: • Development and implementation of the Single Business Number Project; • Development and implementation of the Single Change of Address Project; and • Enhanced access to and services offered through the One Stop Program.

Ministry Budget

	2001/02 $000	FTEs
Minister's Office	$382	6
Deputy Minister's Office	$360	5
Government Agents and Small Business Division		
Government Agents	$18,628	264
Small Business Branch (includes ADM's office)	$4,029	30
Business Investment Branch	$1,421	14
Culture, Recreation, Heritage and Sport Division		
Cultural Services Branch (includes ADM's office)	$17,156	14
Heritage Branch	$5,488	55
Sport and Community Capital Branch		
Sport (includes Physical Fitness & Amateur Sports Fund)	$9,891.5	15
Community Capital	$1,450.5	6
BC Film Commission	$1,415	10
Tourism and Corporate Policy Division		
Tourism Development and Land Use Policy Branch (includes ADM's office)	$1,821	11
Corporate Policy and Planning Branch	$260	4
Archaeology Branch	$1,876	19
Olympic Bid Corporation	$1,500	2
Management Services Division		
Finance and Administration Branch (includes ADM's office)	$3,484	28
Information Services Branch	$2,871	22
Personnel Services and Payroll	$320	6
Co-op Students		9
Communications Branch	$748	10
Amortization	$400	
Total Vote	$73,501	530

Fiscal Years 2002/03 to 2003/04

The ministry expects to maintain the same budget for fiscal years 2002/03 and 2003/04 with the exception to salaries and benefits which will accommodate cross-government salary agreements.

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